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Threat Assessment		Vulnerability Assessment	Risk Assessment			Risk Management: Mitigation and Response	
Threat	Indicators	How, when and where are we vulnerable?	Probability (High, Med or Low)	Impact (High, Med or Low)	Level of Risk (R = Probability x Impact)	Mitigation Measures	Response Measures
For example:	Is this threat relevant in the context where you are travelling?	Consider individual as well as organizational and property vulnerabilities	See below for guidance (colour code)			Context specific security plans / contingency plans	What can you do as a member of XXX staff to reduce the risk
Armed conflict/fighting in area							
Intrusion into XXX office/hotel							
Crossfire							
Limited capacity for Med-Evac							
Military forces indiscipline							
Landmines/UXOs							

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Armed attacks against vehicle / convoys							
Irregular forces with little discipline							
Road & boat traffic accident							
Cash handling							
Checkpoints							
Car, motorbikes and / boat jacking							
Opportunistic petty crime							
Extortion, harassment, and intimidation of staff							

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Loss of communication "black-out" for cell phone, radio, and internet networks.							
Misidentification of staff & assets							
Movement restrictions							
Ethnic clashes / cattle raiding							
Fire							
Natural disasters							

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Likelihood \ Impact	Negligible	Minor	Moderate	Severe	Critical
Certain/ Imminent	Low	Medium	High	Critical	Critical
Very Likely	Low	Medium	High	High	Critical
Likely	Negligible	Low	Medium	High	High
Moderately Likely	Negligible	Low	Low	Medium	Medium
Unlikely	Nil	Negligible	Negligible	Low	Low

↑ Likelihood

RISK

Impact →

Negligible	**Minor**	**Moderate**	**Severe**	**Critical**
• No serious injury. • Minimal loss or damage to assets. • No delays to programmes.	• Minor injuries. • Some loss or damage to assets. • Some delays to programmes.	• Non-life threatening injury. High stress event. • Loss or damage to assets. • Some programme delay or disruption.	• Serious injury • Major destruction of assets. • Severe disruption to programmes.	• Death or Serious Injury. • Complete destruction or total loss of assets. • Closure of programmes or projects.

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Descriptor	'Impact' Definitions
Negligible	The consequences may result in minor disruption to XXX programmes.
Minor	The consequences may result in some minor injuries to XXX staff, possible damage or some loss of equipment and facilities, and limited delays to XXX programmes.
Moderate	The consequences may result in injury to XXX staff; significant loss of equipment and facilities, and delays to XXX programmes.
Severe	The consequences result in severe injury to XXX staff, significant loss of equipment and facilities, and major delays or cancellation of XXX programmes.
Critical	The consequences are catastrophic, resulting in the death or severe injury of XXX staff, major loss of equipment and facilities, and cancellation of XXX programmes.

Descriptor	'Probability' Definitions
Unlikely	The event is considered as not having a realistic probability of occurring.
Moderately Likely	The event is considered as having a reasonable probability of occurring.
Likely	The event is considered as having a high probability of occurring.
Very Likely	The event is considered as having a very high probability of occurring.
Certain/Imminent	The event is considered imminent and will occur.

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Level of Risk	Description of Risk Level.
Negligible	There is a **minor risk** of harm to XXX staff, assets or programmes. The **risk is acceptable** in all situations.
Low	There is **some risk** to XXX staff, assets or programmes. The threats are indirect and the impact of any event will not significantly affect XXX operations. The risk is **acceptable when managed by 'Standard Operating Procedures'.**
Medium	There is a **significant risk** to XXX staff, assets or programmes from indirect, or direct, threats. The operational context may change quickly and requires intentional management. The **risk may be unacceptable in some circumstances.**
High	There is a **severe risk** to XXX staff, assets or programmes. The operational context is volatile and unpredictable. The risk is **unacceptable in most circumstances**.
Critical	There is an **extreme risk** to XXX staff, assets or programmes. The operational context is extremely dangerous and security measures have little or no effect, the safety of staff cannot be guaranteed. The **risk is unacceptable in all but the most exceptional circumstances**.

Level of Risk	Management Response to Risk Level.
Negligible	No response required, continue to monitor situation.
Low	Manage by 'Standard Operating Procedures', effort should be made to reduce probability, or impact, of the event occurring. Review security procedures & management responsibility.
Medium	**Management responsibility must be specified**. Significant effort must be made to reduce the probability of the event occurring; or reduce its impact. Will require specific contingency planning to ensure safety of staff.
High	**Senior management action required without delay**. Every available effort is required to reduce the probability, or impact, of the event occurring. Significant & specific security measures must be in place to protect staff & assets.
Critical	**Immediate & decisive action by Senior Management required.** The organisation must take immediate and extreme measures to protect itself.